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AFGHANISTAN RULE OF LAW STABILIZATION PROGRAM (FORMAL COMPONENT)

PROJECT WORK PLAN
JANUARY 2014 TO JULY 2014

Contract: AID-306-C-12-00014

Implemented by:

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DISCLAIMER

The views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government. This publication was produced by Tetra Tech DPK for review by the United States Agency for International Development.

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ACRONYMS

ACAS	Afghanistan Court Administration System
ACOR	Acting Contracting Officer's Representative
ACT	Anti-Corruption Tribunal
CLE	Continuing Legal Education
CMS	Court Management System
COP	Chief of Party
COR	Contracting Officer's Representative
EUPOL	European Union Police Mission in Afghanistan
GIRoA	Government of the Islamic Republic of Afghanistan
M&E	Monitoring & Evaluation
NGO	Non-Governmental Organization
PMP	Performance Management Plan
HR	Human Resources
ICT	Information and Communications Technology
IIPEC	Institute International Pour les Etudes Comparatives
INL	United States Department of State Division of Narcotics and Law Enforcement
ISAF	International Security Assistance Force
JSSP	INL-funded Justice Sector Support Program
MOHE	Ministry of Higher Education
MOJ	Ministry of Justice
MoU	Memorandum of Understanding
NGO	Non-Governmental Organization
RC-E	Regional Command East
RC-S	Regional Command South
RFP	Request for Proposal
RLS-Formal	Rule of Law Stabilization Program-Formal Component
ROL	Rule of Law
SC	Supreme Court
TOT	Training of Trainers
TT/DPK	Tetra Tech/DPK
USAID	United States Agency for International Development
USG	United States Government

BACKGROUND

The Afghanistan Rule of Law Stabilization—Formal Component (RLS-Formal) program began in May 2010 and completed a one-year base period followed by a one-year option period ending in May 2012. USAID then provided RLS-Formal with a 56 day no-cost extension under Contract No. DFD-I-00-04-00173, Task Order 09. In July 2012, USAID granted the RLS-Formal program a continuation of the project for a period of 90 days through Letter Contract No. AID-306-C-12-00014. In October 2012, USAID issued an additional 15 month extension of the 90 day period, which resulted in an integrated 18-month performance period from mid-July 2012 through mid-January 2014. RLS-Formal then received a one month no-cost extension to continue the program from mid-January 2014 to mid-February 2014 followed by a cost extension to cover an additional five month period from mid-February 2014 through mid-July 2014.

INTRODUCTION

Afghanistan faces tremendous challenges in strengthening the rule of law and governance. Developing a justice system that is both effective and enjoys wide-spread respect among Afghan citizens is critical to stabilizing democracy and bringing peace to the country. Reforming the judicial system and enhancing the capacity of the legal education sector is a challenging and long-term undertaking.

Over the past three and a half years, RLS-Formal has made important strides in many critical reform areas. Its support for judicial and law faculty institutions has demonstrated that strengthening justice sector effectiveness and the rule of law in Afghanistan is an achievable objective. For example: since January 1, 2013, nearly 70% of Afghans consistently believe that state courts are fair and trusted; and since July 2013, nearly 50% of court users across Afghanistan consistently reported that the courts performed effectively. Nevertheless, much work remains to be done. A particular challenge is building local ownership and sustainability of reforms.

As RLS-Formal continues its implementation under the five month extension period, the focus will remain on ensuring that our counterparts have increased technical capacity sufficient to sustain the reform activities that have been supported by RLS-Formal. This local expertise will continue to be supported through individualized mentoring of key Afghan staff by the program's management team. In addition, within this performance period the program will continue to engage with local counterparts at the Supreme Court (SC), Ministry of Justice (MOJ), Ministry of Higher Education (MOHE), and public universities and assist them in sustaining fundamental reforms that have gained traction since the program's inception. RLS-Formal will also encourage and support Afghan institutions and individuals within those institutions to identify and launch new initiatives to continue reforms in the justice sector.

WORK PLAN METHODOLOGY

The Work Plan for the program's five month extension period, as set forth in Table 1, emphasizes sustainability and builds upon lessons learned during the base and option years working with Government of the Islamic Republic of Afghanistan (GIROA), institutional partners, and other international Rule of Law (ROL) stakeholders.

Recognizing that our counterparts need to become self-sufficient in anticipation of a reduction of donor funding, RLS-Formal will continue to engage high-level decision-makers in a dialogue regarding institutional plans for sustainability. The hallmark of these discussions will be fostering a holistic approach toward sustainability through a variety of mechanisms such as strategic planning, capacity-building of key personnel, project-based budgeting, training of trainer programs, and assistance with coordinating multi-donor support.

The Work Plan is organized around the tasks set out in the July 13, 2012 Request for Proposal. The Work Plan includes the list of activities, the timelines for these activities, and resources and inputs to accomplish these activities, outputs, results, and indicators.

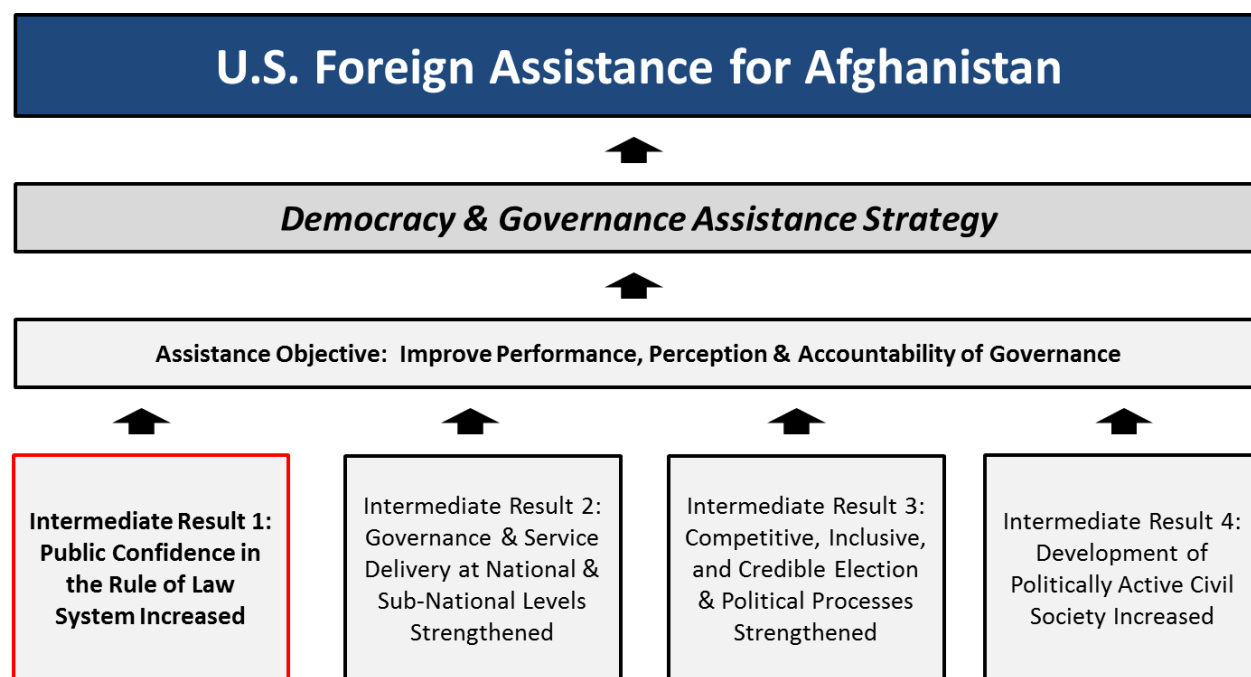
The project's activities focus on four main areas of development:

- Capacity building of the judiciary;
- Capacity building of the court administrators;
- Capacity building of the faculties of Law and *Sharia*; and
- Public legal outreach and awareness through strategic communication.

Results Framework

Establishing a system of metrics to measure the achievements of the RLS-Formal program requires an analytical tool to differentiate directions of cause and effect, and levels of causation. We present the USAID Afghanistan Office of Democracy and Governance Results Framework (Figure 1) to serve as a foundation for developing strategies to achieve the objectives of the RLS-Formal program.

Figure 1: USAID Democracy and Governance Results Framework



Critical Issues to the Assistance Objective 1 Results Framework from the USAID/Afghanistan PMP:

- The Afghan government will implement its reinvigorated plans to fight corruption with measures of progress toward greater accountability.
- Justice and rule of law programs will focus on creating predictable and fair dispute resolution mechanisms to eliminate the vacuum that the Taliban have exploited.
- USG programs will successfully address local officials' lack of education, experience and limited resources.
- GIRoA action will counter obstruction from local powerbrokers whose activities are sometimes inconsistent with Afghan constitution.

The RLS-Formal program Results Framework (RF), shown in Figure 2, serves as an organizing tool for depicting RLS-Formal in a hierarchy of cause-and-effect linkages. The RF provides the motivation for all RLS-Formal activities and grounds the performance management of these activities.

The Overall USAID Assistance Objective:

- Improved performance and accountability of governance

Furthermore, the RF depicts the linkages based on the following **Intermediate Result (IR 1.1)**:

- Increased public confidence in the Rule of Law system

With Sub-Intermediate Results:

- Formal Rule of Law system improved (Sub-IR 1.1.1);
- Availability of quality legal education expanded (Sub-IR 1.1.2); and
- Citizen awareness of legal rights and legal processes of judicial system increased (Sub-IR 1.1.3).

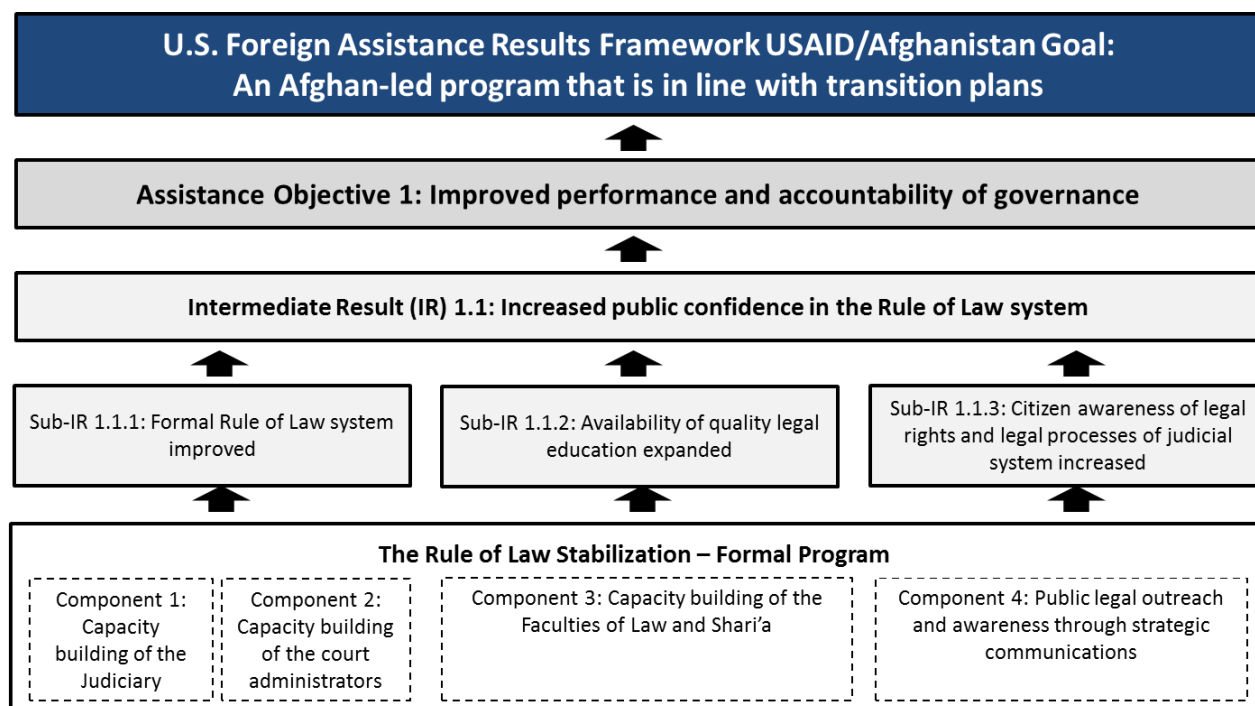
Programmatically, the **RLS-Formal Program Components** support the sub-intermediate results through:

- Capacity building of the judiciary (Component 1);

- Capacity building of the court administrators (Component 2);
- Capacity building of the Faculties of Law and *Sharia* (Component 3); and
- Public legal outreach and awareness through strategic communications (Component 4).

More specifically, the Results Framework depicts the overarching Strategic Objective of RLS-Formal as: *an Afghan-led program that is in line with transition plans.*

Figure 2: RLS-Formal Program Results Framework



Critical Issues to the RLS-F Results Framework:

- Lack of counterpart buy-in due to shifting local stakeholder priorities;
- Slow and bureaucratic internal processes on the part of counterparts that inhibits efficient decision-making as it relates to programmatic implementation;
- A security situation that deteriorates to the point of posing unacceptable risks to RLS-F personnel, especially in the remote, insecure regions of the RC-South and RC-East;
- Donor saturation that causes a splintering of RLS-F activities;
- US government coordination efforts between the civilian and military causes delays in the implementation of region-based programming; and
- Low absorptive institutional capacity to implement longer-term strategic goals.

RISK MANAGEMENT STRATEGIES

The current issues that may affect the performance of the proposed deliverables under the contract include: 1) lack of GIRoA counterpart buy-in; 2) slow and bureaucratic internal processes on the part of GIRoA counterparts that inhibit efficient decision-making as it relates to programmatic implementation; 3) a security situation that deteriorates to the point of posing unacceptable risks to GIRoA counterpart staff and RLS-Formal personnel, especially in the remote, insecure regions of RC-South and RC-East; 4) donor saturation that causes a splintering of RLS-Formal activities; and 5) limited institutional capacity to implement longer-term strategic goals.

As the implementing partner, Tetra Tech/DPK (TT/DPK) has a full appreciation of the challenges involved in establishing sustainable rule of law reforms in Afghanistan. For example, prominent

challenges include: maintaining a constructive relationship with the Supreme Court given its limited political will to sustain reforms; and navigating the difficult security conditions in order to successfully implement program activities. In the following table, we have identified some of the key issues that we anticipate, the potential adverse effects if not addressed, and measures that we propose to employ to mitigate the problems. These measures have proven successful in the past and we will frequently report to and consult with USAID to determine any additional corrective action needed.

Illustrative Risk Management Strategies			
Issue	Potential Adverse Impact	Risk Level	Measures to Be Employed
Resistance to training and reform activities	Failure of judges or availability of instructors to attend training programs, especially in remote provinces	High	<ul style="list-style-type: none"> Provide assistance through conferences, workshops, and individualized mentoring in Kabul on the benefits of the reforms to judiciary personnel Have Afghan experts and counterparts be “out in front” on activities with other expatriate experts working in support Create cadre of peer judge advocates within the judiciary Conduct advanced planning work to ensure participation at program trainings and other events
Lack of capacity to absorb program technical assistance	Critical institutional strengthening, capacity, and productivity gains are not achieved	High	<ul style="list-style-type: none"> Utilize nongovernmental institutions such as universities to offer training while governmental institutions develop capacity Ensure teams have capacity to mentor and transfer knowledge Provide training and mentoring programs focused on practical solutions and not theory in order to help counterparts improve performance Use quantifiable data to show where progress is or is not being made so that efforts can be appropriately intensified
Ensuring cooperation and productive relations with counterparts	Afghan institutions fail to take best advantage of program as a resource	Medium-High	<ul style="list-style-type: none"> Utilize working groups and regular meetings with counterpart liaisons to build mutual understanding and match program assistance with needs and priorities Build credibility early on through timely provision of quality experts Foster frequent and open communications among program, counterparts, and USAID
Security challenges	Security issues restrict travel, public activities, and threaten judges, courts, and mobile courts	High	<ul style="list-style-type: none"> Focus on building trust and winning the protection of the local community Conduct extensive research on local power dynamics and other factors bearing on security, including consultation with displaced populations Coordinate closely with US Embassy Security Officers and military to track security conditions in different locations Report any threat or event to COR immediately Plan training and other group activities in the safest locations and do not advertise the event beyond those who will attend
Donor and stakeholder coordination	Potential of working at cross-purposes with other donors	Medium	<ul style="list-style-type: none"> Conduct initial stakeholder meetings to align program assistance with external efforts and achieve synergies Distribute descriptions of program planned activities to donors and stakeholders periodically

The foundation of our approach is to foster a high degree of participation and ownership by local counterparts. Donor coordination will be critical to harmonize collective efforts to diminish our counterparts’ dependence upon donor assistance as rapidly as possible. Activities will be closely aligned with US government strategic interests and USAID policies as we enter the “transformational decade”. Our training and mentoring programs will continue to develop the capacity and professional identity of the rule of law and legal education professionals. We will also continue our work in public outreach to build confidence in, and utilization of, the judicial system through innovative strategies such as high appeal television and radio entertainment.

The Work Plan weaves cross-cutting themes into activities, particularly regarding the empowerment and participation of women. We will focus on female leadership development and promoting female contributions within the justice sector. We are cognizant of the risks associated with weak political will, lack of coordination among justice sector institutions, low level of education and technical capacity, and the impact of corruption, to name only the most prominent threats to progress. We have designed our methodologies to take these issues into account.

FOSTERING AN INCLUSIVE APPROACH TO RULE OF LAW

RLS-Formal recognizes that empowering women is a main objective of the USAID and USG development policy and strategy in Afghanistan. To advance this objective and further USAID's policy towards *Advancing the Rights of Afghan Women and Girls*, we have endeavored to integrate gender programs across the entire project cycle to focus on developing professional opportunities for women, raising awareness of women's rights, and identifying and addressing challenges faced by women in accessing formal justice institutions.

During the initial 90-days of the 18-month performance period, RLS-Formal conducted an analysis of women's participation in Afghanistan's justice sector as judges, lawyers, administrative staff, and members of the public. The assessment incorporated USAID's Human and Institutional Capacity Development (HICD) process for analyzing and improving performance. The root causes of gaps in women's performance and participation were identified, and are based on six key performance factors: information, resources and tools, incentives, knowledge, skills and capacity, and motivation.

The RLS-Formal Gender Team has reviewed the recommendations contained in the 2012 Gender Assessment and incorporated many of those recommendations into the five month work plan. Some of the recommendations that will be implemented include: developing the administrative capacity of the Afghan Women Judges Association (AWJA) and providing legal education courses for the AWJA members; facilitating career fairs and forums for female university students; and producing and broadcasting gender-focused commercials and public service announcements.

POTENTIAL CHALLENGES/OBSTACLES TO SUPREME COURT ACTIVITIES

It should be noted that certain activities identified in the Work Plan are contingent upon SC approval and cooperation. These activities are identified by an asterisk (*) in Table 1: Project Work Plan for 5-Month Performance Period. While RLS-Formal expects to obtain the SC's support, the program will continue to closely monitor the pace of these activities and will apprise USAID if progress is impeded during the performance period. In the event that SC-related activities do not materialize, RLS-Formal will reallocate financial and personnel resources to enhance support to the Ministry of Higher Education (MoHE) and Ministry of Justice (MoJ) after consultation with, and agreement from, USAID.

TABLE 1: PROJECT WORK PLAN FOR 5-MONTH PERFORMANCE PERIOD

Project Work Plan for 5-Month Performance Period (Feb 14-Jul 14, 2014)					
Tasks	Activities	Timeline	Resources/ Inputs	Outputs/Results/ Indicators	Targets
<i>Sub IR 1.1.1: Formal Rule of Law System Improved</i>					
Component 1: Capacity building of the judiciary					
<i>*Indicates tasks and activities which will require substantial SC approval and/or buy-in for successful implementation</i>					
*Task 1: Judicial Training Support	1.1 Judicial Stage Training Support		RLS-F project staff and Supreme Court (Judicial Education Dept./Committee)	Indicator #4: Percentage of judges that complete the basic or “stage” training	81%
	<i>Assist Head of Judicial Training with Institutional /Individual Capacity-Building (strategic plan, budgeting, curriculum development, etc.)</i>	Feb-Jul 2014		Indicator #5: Number of stage trainers employing modern teaching techniques	15
	<i>Judicial Stage (and CLE) Student/Instructor Travel and Honorarium</i>	Feb-Jun 2014		Indicator #7: Number of judges and judicial personnel trained with USG assistance	378
	1.2 Stage Teaching Methodology Support	Mar- Jun 2014		<i>Stage curriculum adequately prepared students for judicial service</i>	
	<i>Conduct ToT trainings</i>			<i>Stage staff trained and mentored on effective judicial training program management and implementation</i>	
	1.3 Stage Curriculum Support	Feb- Jun 2014		<i>Instructors able to write course descriptions and define objectives for their courses</i>	
	<i>Assist Supreme Court to develop and print training materials for Judicial Stage</i>			<i>Instructors completed training of trainers (ToT)</i>	



Project Work Plan for 5-Month Performance Period (Feb 14-Jul 14, 2014)					
Tasks	Activities	Timeline	Resources/ Inputs	Outputs/Results/ Indicators	Targets
				program and used interactive teaching methodology Indicator #11: Number of new legal courses or curricula developed with USG assistance	3
*Task 2: Improve Institutional Capacity of Anti-Corruption Courts	1.5 ACT Training/Conference & Workshops <i>Additional assessment follow up (scope/dates TBD after final assessment reviewed by USAID) Provide equipment and supplies to Anti-corruption courts in Bamiyan, Paktia, and Kunduz (in approved budget)</i>	April 6-9, 2014 Mar-Jun 2014 Mar-Apr 2014	RLS-F project staff and Supreme Court (ACT judges)	Indicator #7: Number of judges and judicial personnel trained with USG assistance Judges trained and mentored in processing, deciding, and sentencing in corruption cases Trainings consistent with Supreme Court training strategy occurred	378
*Task 3: Continue Practical Skills Training and Continuing Legal Education for Sitting Judges	1.4 CLE Training Program for Judges	Apr 6-13, 2014	RLS-F project staff and Supreme Court (Judicial Education Dept./Committee)	Indicator #7: Number of judges and judicial personnel trained with USG assistance Training materials developed and printed Provided ongoing judicial training programs for sitting judges consistent with Supreme Court training strategy Conducted joint trainings with USG and other implementers as Supreme Court approves	378
Task 4: Strengthening the Afghan Women Judges Association (AWJA)	Task 4 is under Component 5-Gender				



Project Work Plan for 5-Month Performance Period (Feb 14-Jul 14, 2014)					
Tasks	Activities	Timeline	Resources/ Inputs	Outputs/Results/ Indicators	Targets
<i>Sub IR 1.1.1: Formal Rule of Law System Improved</i>					
Component 2: Capacity building of the court administrators					
*Task 5: Train Court Staff to Provide Professional Court Administrative Services	2.1 ACAS Training & Support				
	<i>Assist Courts with Institutional /Individual Capacity-Building; Embedded Advisors in Nangarhar, Kandahar, Balkh, Herat, and Kabul</i>	Feb-Jul 2014	RLS-F project staff and Supreme Court	Worked with SC to implement a fair, transparent and effective enforcement mechanism for case processing	
	<i>Provide office space (connex) for court staff, including embedded advisor and clinic faculty and students at courthouse</i>	Apr 2014		Implemented automated system for review of case statistics and case flow to improve backlog and facilitate allocation of resources based on case loads	
	<i>Obtain Supreme Court approval of ACAS Management Procedures Manual (MPR)</i>	Feb-Mar 2014		Court staff trained to enhance their capacity and to increase fairness, transparency and accountability in the formal justice sector	
	<i>Develop training materials w/ embedded advisor for Statistics Database and ACAS MPR</i>	Feb 15-24, 2014		Indicator #1: Percentage of court users who agree that a court performed effectively	47.1%
	<i>Assist SC to develop and print new ACAS Procedure Manual and Official Forms</i>	Mar 21-Apr 15, 2014		Indicator #3: Percentage of the population who agree that state courts are fair and trusted	63%
	<i>Train court staff on ACAS MPR (assumes MPR approved by SC)</i>	Apr 16-Jun 15 Herat			
		Apr 16 - May 15 Balkh			
		Apr 16-30, 2014 Kabul, Parwan, Kapisa and		Indicator #8: Number of courts benefiting from improved court management and/or	160



Project Work Plan for 5-Month Performance Period (Feb 14-Jul 14, 2014)					
Tasks	Activities	Timeline	Resources/ Inputs	Outputs/Results/ Indicators	Targets
		Panjshir		administrative systems or reforms	
		May 1-15, 2014 Kandahar			
		May 1–Jun 30, 2014 Nangarhar			
	2.3 Administrative Stage Support	May 1-15, 2014 Takhar, Kunduz, Badhakshan, and Baghlan			
	<i>Assist Supreme Court to develop curriculum for second round of Administrative Stage Training</i>	Feb 1-10, 2014			
	<i>Co-teach Admin Stage, as needed</i>	Feb 15-Jun 30, 2014			
	<i>Admin Stage Law Books and Teaching Supplies</i>	Feb 15-28, 2014			
	<i>Admin Stage Student/Instructor Travel/ Honorarium</i>	Mar-Jun 2014			
	2.4 ICT Trainings and Support for Court Staff				
	<i>Conduct training for IT SC staff on developing a database</i>				
	2.5 Statistics Database Training	Apr 1-Jun 30, 2014			
	<i>Assist SC to develop and print statistics reporting forms and manual for statistics training</i>	Mar 1-30, 2014		(For 2.3-2.4) Indicator #7: Number of judges and judicial personnel trained with USG assistance	378



Project Work Plan for 5-Month Performance Period (Feb 14-Jul 14, 2014)					
Tasks	Activities	Timeline	Resources/ Inputs	Outputs/Results/ Indicators	Targets
	<i>Train provincial court staff on reporting statistics for new database</i>	Apr 16–Jun 15 Herat		Indicator #8: Number of courts benefiting from improved court management and/or administrative systems or reforms	160
		Apr 16-May 15 Balkh			
		Apr 16-30, 2014 Kabul, Parwan, Kapisa and Panjshir			
		May 1-15, 2014 Kandahar			
		May 1–Jun 30, 2014 Nangarhar			
		May 1-15, 2014 North East			
	2.6 Asset and Property Management Trainings/Workshop				
	Assist Supreme Court staff with training on asset management database	May 24-28, 2014			
	2.7 Facilities/Infrastructure and Management Support				
	<i>Train SC engineers on cost estimating and other computer programs</i>	May 15-May 30, 2014; Jun 15-Jun 30, 2014			
*Task 6: Develop the Supreme Court's Capacity for Budget Management, Personnel, and Asset Management	2.2 Budget Management Trainings/Workshops		RLS-F project staff, Supreme Court	Supreme Court budgeting and finance staff have increased capacity to receive and manage direct grants	
	<i>Train SC finance staff on budgets, audits, USG requirements, etc.</i>	Apr 5-10, 2014; May 10–15, 2014			



Project Work Plan for 5-Month Performance Period (Feb 14-Jul 14, 2014)					
Tasks	Activities	Timeline	Resources/ Inputs	Outputs/Results/ Indicators	Targets
				Staff of financial, construction, administrative, and HR departments have increased capacity to manage budgets, personnel, and assets Indicator #7: Number of judges and judicial personnel trained with USG assistance	378
<i>Sub IR 1.1.2: Availability of quality legal education expanded</i>					
Component 3: Capacity building of the Faculties of Law and Sharia					
Task 1: Continue implementation of the core curriculum for law and Sharia faculties <i>*pending final session of Curriculum Conference set by Law Deans</i>	3.1 Textbook Support for Law & Sharia Core Curriculum <i>Assist MoHE to develop and print unified curriculum*</i> <i>Print and Distribute Civil Procedure Law, Criminalistics and Forensic Medicine Curriculum textbooks</i> <i>Print and Distribute Fundamentals of Law Pashto Curriculum textbooks</i> <i>Print and Distribute Collection of Afghanistan Law</i> 3.2 Law & Sharia Faculty Curriculum Conferences/Workshops * <i>Print and Distribute Afghanistan Law Faculties Syllabus Unification Conference</i> 3.3 Transport Services for Legal Clinics	Apr 2014 Mar 2014 Apr 2014 May 2014 April 2014 Apr-Jul 2014 Al Biruni Clinic	RLS-F project staff; professors; deans of faculties; Deputy Minister of Higher Education (MoHE)	Law faculty hold final curriculum conference to approve its unified course curriculum and its syllabus is printed and distributed Indicator #11: Number of new legal courses or curricula developed with USG assistance	3



Project Work Plan for 5-Month Performance Period (Feb 14-Jul 14, 2014)					
Tasks	Activities	Timeline	Resources/ Inputs	Outputs/Results/ Indicators	Targets
		Apr-Jul 2014 Kabul Clinic Apr-Jul 2014 Nangarhar Clinic Apr-Jul 2014 Balkh Legal Clinic			
Task 2: Conduct Practical Training for Law and Sharia Students and Instructors	3.4 Practical Skills Training Support (Jessup, Moot Court Competitions, Trial Advocacy Skills) <i>Jessup International Competition</i> <i>Provide equipment for new language lab at Kabul Law and computer lab at Balkh Univ.; establish new libraries at Kandahar Law and at Parwan Law; expand Kabul Law library</i> 3.5 Legal Research Trainings 3.6 Support Development of Legal Clinics <i>Mentor and support legal clinics</i> <i>Moot Court Exchange Program between Kabul and Nangarhar clinic students</i>	Mar-Apr 2014 Feb-Jul 2014 Mar 25-27, 2014 Parwan Apr 19-21, 2014 Badakhshan May 3-5, 2014 Faryab Jun 21-23, 2014 Kabul Feb-Jul 2014 Feb 22-24, 2014	RLS-F project staff; professors; deans of faculties; Deputy Minister of Higher Education	Law and <i>Sharia</i> students and instructors demonstrate proficiency in implementing clinical and other practical skills programs (i.e., moot court, mock trials) with support from RLS-F project staff Law and <i>Sharia</i> students and instructors demonstrate proficiency in implementing computer skills, English courses, legal research, and advocacy training with support from RLS-F project staff (For 3.4-3.6 and 3.8) Indicator #9: Percentage of students participating in practical legal course work that express increased confidence in their ability to enter the justice sector (For 3.4-3.6 and 3.8) Indicator #10: Number of students involved in practical legal exercises, including legal clinic work, moot court competitions or internships	 93% 650



Project Work Plan for 5-Month Performance Period (Feb 14-Jul 14, 2014)					
Tasks	Activities	Timeline	Resources/ Inputs	Outputs/Results/ Indicators	Targets
	<i>Moot Court Exchange Program between Kabul and Al Biruni clinic students</i> <i>Moot Court Exchange Program between Kabul and Herat clinic students</i> <i>Provide material support (phone cards, law books, notebooks, etc.)</i> 3.8 Legal English Program Trainings <i>Provide training and Legal English Textbooks</i>	Mar 8-9, 2014 Mar 8-9, 2014 Feb-Jun, 2014 Feb- Jun, 2014			
Task 3: Support Scholarships and Study Abroad Programs	No activities budgeted for 5-month period				
Task 4: Modernize Teaching Methodologies	3.7 Professional Development Trainings (Career fairs, CV Writing, scholarship training, computer literacy etc.) <i>Career Fair for Nangarhar University</i> 3.9 Law Library Support <i>Library books for new libraries at Kandahar and Parwan universities</i>	 Apr 7, 2014 Apr-Jun 2014	RLS-F project staff; professors; deans of faculties; Deputy Minister of Higher Education	Professors are trained and mentored to improve their teaching methods Indicator #9: Percentage of students participating in practical legal course work that express increased confidence in their ability to enter the justice sector Indicator #10: Number of students involved in practical legal exercises, including legal clinic work, moot court competitions or internships	 93% 650



Project Work Plan for 5-Month Performance Period (Feb 14-Jul 14, 2014)					
Tasks	Activities	Timeline	Resources/ Inputs	Outputs/Results/ Indicators	Targets
<i>Sub IR 1.1.3: Citizen Awareness of Legal Rights and Legal Processes of Judicial System Increased</i>					
Component 4: Public Legal Outreach and Awareness through Strategic Communications					
*Task 1: Develop the Capacity of the Supreme Court and Ministry of Justice to Conduct Public Outreach	4.1 Social Network Trainings	Mar 1-5, 2014 Kabul (SC/MOJ)	RLS-Formal project staff, Deputy Minister of Justice, Public Outreach department head	MOJ and SC staff designed, coordinated, and implemented effective public legal outreach campaigns	378
	4.2 Training on National Legal Awareness Strategy (NLAS) for MOJ Outreach Staff	Mar 15-19, 2014 Kabul		SC and MOJ publicized important anti-corruption, human rights, and women's rights cases	
		Apr 26-30, 2014 Takhar		(For 4.1 -4.2) Indicator #7: Number of judges and judicial personnel trained with USG assistance	
		May 24-28, 2014 Herat			
*Task 2: Provide Technical Assistance to Cement Afghan Government Institutions' Capacity to Conduct Effective Print Campaigns	4.3 Print/Graphics Training	Feb 15-Mar 19, 2014 Kabul	RLS-Formal project staff, Deputy Minister of Justice, SC and MOJ Publications departments	Trained and mentored SC and MOJ staff on implementing effective print campaigns	Very Aware
	4.4 Print Campaigns	Feb– Apr 2014 Kabul		18, 000 legal awareness print publications produced and distributed in partnership with SC and MOJ Indicator #12: Level of awareness of legal rights expressed by targeted beneficiaries Indicator #13: Number of print publications, radio and television programs, and other outreach materials produced and disseminated through legal outreach campaigns	
					18,000 print; 4 TV and 4 Radio Programs



Project Work Plan for 5-Month Performance Period (Feb 14-Jul 14, 2014)					
Tasks	Activities	Timeline	Resources/ Inputs	Outputs/Results/ Indicators	Targets
*Task 3: Build Capacity of Afghan Institutions to Produce Popular Radio and TV Programs Positively Portraying the Justice System and Women	4.5 Radio Legal Awareness Campaigns		RLS-Formal project staff, Deputy Minister of Justice, Public Outreach department head, SC and MOJ Publications departments	SC and MOJ are trained on the use of studio equipment	Very Aware
	<i>Support SC and MOJ with concept development for radio programs</i>	Feb-Jul 2014		4 TV and 4 radio programs produced and broadcasted or re-broadcasted	
	<i>4 radio programs at SC studio</i>	Mar 24-25, 2014			
	<i>8 programs re-broadcasted</i>	Apr-May 2014		(For 4.5-4.6) Indicator #12: Level of awareness of legal rights expressed by targeted beneficiaries	
	4.6 TV Legal Awareness Campaigns				
	<i>Support SC and MOJ with concept development for radio programs</i>	Feb-Jul 2014		(For 4.5-4.6) Indicator #13: Number of print publications, radio and television programs, and other outreach materials produced and disseminated through legal outreach campaigns	
	<i>First TV production and broadcast</i>	Apr-May 2014			
	<i>Second TV production and broadcast</i>	May-Jun 2014			
	4.7 Training on Radio and TV Studio Equipment	Mar 29-Apr 2, 2014		Indicator #2: Percentage of the population reached by campaigns supported by USG to foster public awareness and respect for rule of law	
	4.8 Awareness Event/Campaigns & Programs	Apr 5, 2014 Khost		Indicator #12: Level of awareness of legal rights expressed by targeted beneficiaries	
		Apr 9, 2014 Daikundi			Very Aware
		Apr 15, 2014 Helmand			
		Apr 19, 2014 Uruzgon			
		Apr 23, 2014 Kundoz			



Project Work Plan for 5-Month Performance Period (Feb 14-Jul 14, 2014)					
Tasks	Activities	Timeline	Resources/ Inputs	Outputs/Results/ Indicators	Targets
	<i>Students Advocacy Campaigns (MOJ trains legal clinic students on legal outreach campaigns)</i>	May 11, 2014 Kabul May 20, 2014 Herat			
<i>Sub IR 1.1.1: Formal Rule of Law System Improved</i>					
Component 5: Gender Support for Judicial Education					
<i>*Indicates tasks and activities which will require substantial SC approval and/or buy-in for successful implementation</i>					
*Task 1: Judicial Training Support	5.1 (G1) Gender Training for Judicial Personnel <i>Instructor Honorarium , if judges teach or co-teach classes</i>	Feb 22 – 26, 2014 Kabul Mar 22 -26, 2014 Kabul Apr 19- 23, 2014 Kabul May 10–14, 2014 Balkh May 24–28, 2014 Herat Jun 14 –18, 2014 Kabul Jun 28–Jul 2, 2014 Kabul Jul 5–9, 2014 Kabul	RLS-F project staff, AWJA Leadership, and Supreme Court	AWJA developed training curriculum for women's rights and other topics of interest to women judges Women judges trained to develop their teaching abilities and methodology Indicator #7: Number of judges and judicial personnel trained with USG assistance	378
Tasks 1-3: See also Component 1 Capacity Building of the Judiciary (Judicial Education)					



Project Work Plan for 5-Month Performance Period (Feb 14-Jul 14, 2014)					
Tasks	Activities	Timeline	Resources/ Inputs	Outputs/Results/ Indicators	Targets
*Task 4: Strengthen the Afghan Women Judges Association (AWJA)	5.2 (G2) Support for AWJA				
	<i>Support donor coordination meeting</i>	Feb 19, 2014 Kabul	RLS-F project staff, AWJA Leadership, and Supreme Court	AWJA developed a peer support network to advocate improved working conditions, training opportunities, and career development for women judges	
	<i>Support inauguration ceremony of AWJA Office</i>	Feb 16, 2014 Kabul		Committees are operational	
	<i>Conduct capacity building workshops on Communication, Advocacy, Finance/QuickBooks, Fundraising</i>	Feb 19 –22, 2014 Kabul		AWJA continues to develop capacity to conduct legal public outreach, deliver legal trainings, provide member services, develop budget , and obtain donor support	
	5.5 (G5) Gender Awareness Campaigns				
	<i>Assist AWJA to develop and print brochures on prohibition against forced marriage and running away not a crime</i>	Feb 21–28, 2014		Indicator #7: Number of judges and judicial personnel trained with USG assistance	378
	<i>Support AWJA events celebrating International Woman's Day</i>	Mar 8, 2014		Indicator #14: Proportion of females who report increased self-efficacy at the conclusion of USG supported training/programming	85%
<i>Sub IR 1.1.2: Availability of quality legal education expanded</i>					
Component 5: Gender Support for Legal Education					
Task 1: See also Component 3 Capacity Building of the Faculties of Law and Sharia (Legal Education)					



Project Work Plan for 5-Month Performance Period (Feb 14-Jul 14, 2014)					
Tasks	Activities	Timeline	Resources/ Inputs	Outputs/Results/ Indicators	Targets
Task 2: Conduct Practical Training for Law and <i>Sharia</i> Students and Instructors	5.3 (G 3) <i>Women Forum/Conferences</i>	Mar 2014 Nangarhar	RLS-F project staff, faculty deans, professors, clinical directors	Indicator #6: Percentage of judges that received training on women's rights	10%
		Apr 2014 Balkh			
		Apr 2014 Herat		Indicator #9: Percentage of students participating in practical legal course work that express increased confidence in their ability to enter the justice sector	93%
		May 2014 Kapisa			
	5.4 (G4) <i>Gender Trainings for Law/Sharia Students</i>	Jun 2014 Badakhshan		Indicator #14: Proportion of females who report increased self-efficacy at the conclusion of USG supported training/programming	85%
		Apr 6–8, 2014 Kabul Univ.			
		Apr 13–15, 2014 Nangarhar Univ.			
		May 4–8, 2014 Balkh Univ.			
		May 18–19, 2014 Kabul Univ.			
		May 25–29, 2014 Herat Univ.			
		Jun 8- 9, 2014 Al Biruni Univ.			
		Jun 22–26, 2014 Badakhshan Univ.			



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